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EXTENSION SERVICE

# REVIEW

U.S. DEPARTMENT OF AGRICULTURE \* MAY 1967



The Extension Service Review is for Extension educators—in County, State, and Federal Extension agencies—who work directly or indirectly to help people learn how to use the newest findings in agriculture and home economics research to bring about a more abundant life for themselves and their communities.

The Review offers the Extension worker, in his role of educational leader, professional guideposts, new routes and tools for speedier, more successful endeavor. Through this exchange of methods, tried and found successful by Extension agents, the Review serves as a source of ideas and useful information on how to reach people and thus help them utilize more fully their own resources, to farm more efficiently, and to make the home and community a better place to live.

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Prepared in  
Division of Information  
Federal Extension Service, USDA  
Washington, D. C. 20250

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The Extension Service Review is published monthly by direction of the Secretary of Agriculture as administrative information required for the proper trans-  
action of the public business. Use of funds for printing this publication approved by the Director of the Bureau of the Budget (July 1, 1963).

The Review is issued free by law to workers engaged in Extension activities. Others may obtain copies from the Superintendent of Documents, Government Printing Office, Washington, D. C., 20402, at 15 cents per copy or by subscription at \$1.50 a year, domestic, and \$2.25, foreign.

Reference to commercial products and services is made with the understanding that no discrimination is intended and no endorsement by the Department of Agriculture is implied.

## EXTENSION SERVICE

## REVIEW

Official monthly publication of Cooperative Extension Service; U.S. Department of Agriculture and State Land-Grant Colleges and Universities cooperating.

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## Exporting Education

A major plank in the Food for Freedom program calls for increasing self-sufficiency on the part of developing nations receiving food aid from the United States. Already, some food aid projects are being conditioned on recipient countries providing visible evidence that they are seriously attempting to increase food output.

Any significant breakthrough in world food production will be predicated on one overriding factor—development of managerial and technical skills of those with resource management and production responsibilities in growing nations. Neither resource development nor production can proceed very far without education of the type provided by Extension.

Both the USDA, including the Federal Extension Service, and land-grant colleges in cooperation with AID have already become deeply involved in exporting education. All indications point to a major expansion of the effort in the years immediately ahead. There are further indications that opportunities for Extension's education-for-action programs will increase at a greater than proportionate rate to the growing quest for knowledge. This will take some getting ready . . . WJW



by  
Don Nelson  
Assistant Extension Editor  
Iowa State University

## Small Folders

do a BIG job



*Don Nelson shows a few of the small folders which have accomplished big tasks for the Iowa Cooperative Extension Service.*

How to get it to the public? A colorful small folder designed for this educational battle leaped into the fray with vigor. Farmers, businessmen, farm organizations, and other private and public agencies got copies.

The Iowa Department of Agriculture initially got 25, soon ordered 100 more. One State agency handed out the little folder at one of its own non-Extension meetings. The State news media printed about 30 stories on the folder.

Then there was the case of a five-part educational program about a nine-county area's people, problems, and progress. Key leaders from NIAD (North Iowa Area Development) were to attend the meetings. How to interest a large number of people? Again, a small folder came out to answer the challenge.

This folder had to hit hard on a number of points in a small space. It also had to make the educational program look like something in which a busy community leader would want to invest more than 10 hours' study time. The little blue folder was instrumental in attracting more than 200 community leaders to the five-part program.

Just a few of the other small folders which have promoted Iowa Extension educational offerings in the past year were announcements of: a manpower research institute; a community planning symposium; a series of three farm management schools; a farm operator's short course; and an economic refresher course for businessmen.

County offices have made good use of small folders to tell about a whole year's Extension educational opportunities. One county has put out a program folder for three years. It features an events calendar, county office information, and names of Extension Council members.

Yes, a small folder can make a big impact. But be careful. Plan well. Your small folder should fill men's minds, not their wastebaskets. □

Extension audiences are growing and changing. It's increasingly tougher to rely on phone calls and face-to-face visits to encourage participation in educational experiences.

A small folder hits hard and fast when it comes to reaching diverse and scattered audiences. It has to. You're limited in space. If your program or activity is important, a small, well-done folder with an attractive cover and good use of color, type, and illustrations can help lend it the dignity it deserves.

You might call it a leaflet, circular, pamphlet, brochure, handout, or (seldom, we hope) a throwaway. In general it is one piece of printed paper folded to fit a standard business size (or penalty) envelope.

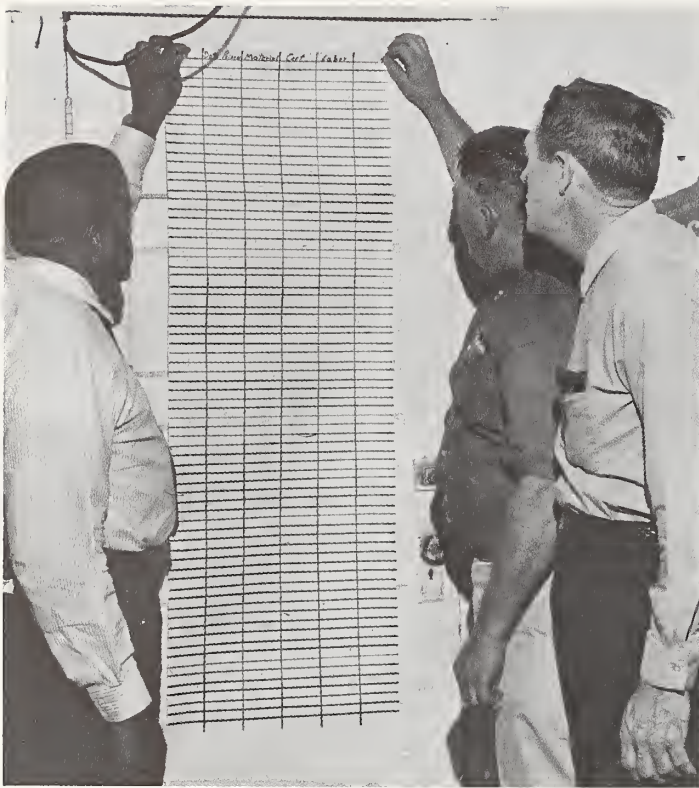
What are some of the big jobs a small folder can do? It might shoul-

der an educational load all by itself. Maybe it's designed to add prestige to a program.

Perhaps it's an all-purpose "salesman" answering such questions as: Why is this important? What kind of program is it? How can I participate? Your "salesman" may go so far as to invite your prospect to "buy" — with a tear-off or cut-off blank.

Or, the small folder may be primarily a program schedule supplemented by an enclosure letter and a separate registration form.

An Iowa Extension economist, for example, had compiled speech information showing that farm exports meant much to the Upper Midwest and especially to Iowa. It seemed that this information should reach beyond the lecture hall.



*Billy Weldon, center, inspects the chart on which he will list insect conditions for each grower's fields during the season. With him are Extension farm agent Addre Bryant, left, and County Extension Chairman Tom McCabe.*

by  
Kenneth Copeland  
Extension Magazine Editor  
Auburn University  
Auburn, Alabama

**Extension, Ginner Cooperate  
To Achieve Common Goal—**

## Increased Cotton Yields

As far as Billy J. Weldon of Mount Meigs knows, he was the only ginner in Alabama to gin more cotton in 1966 than in the previous year.

"It didn't happen by chance, either," reports Montgomery County farm agent Addre Bryant. "Weldon did everything possible to make it happen."

"With a big investment in equipment and machinery and a majority of the growers planning to reduce their acreage about a third, I realized over a year ago that I had to do something—fast," says Weldon.

Weldon's solution: help community growers raise their yields, which in 1965 had averaged 375 pounds an acre.

His plan worked, too. The community's average yield rose to 625 pounds of lint an acre in 1966—while bad weather and other adverse conditions were dropping the State average from 504 to 393 pounds.

Weldon's plan, which he carried out with the aid of Bryant, centered mainly on weed and insect control. Bryant held a meeting at which he discussed all areas of growing cotton, but especially these two. A cotton scout trained by Auburn University showed them how to check for insects. Weldon hopes to attend the cotton scouting school that is conducted by the Auburn University Extension Service this year.

Weed control had long been a problem for most of the growers. But since 90 percent of them had less than 10 acres of cotton, it was not practical for them to buy the necessary equipment for applying chemicals to control weeds.

To insure that they did a good job of controlling weeds and insects, Weldon bought the equipment and applied the materials for them. "I charged just enough to break even," says Weldon, "because my sole purpose was to help them raise their yields so they could stay in the cotton business. And at the same time, I would gin more cotton and make better use of my investment."

Problems facing Weldon are somewhat typical of many other agriculturally related businesses situated in communities of low-income farmers, especially those growing cotton.

The initiative on the part of this ginner, the foresight of Extension farm agent Addre Bryant, and the cooperation of producers are solving the farmers' mutual problems at the community level.

Everybody in the community is



economically better off when more production dollars rotate within it. Economists estimate that each agricultural dollar invested in cotton production creates \$7 in agricultural business.

Weldon applied Treflan on about 300 acres for 30 growers. He admits that he had a hard time selling the program to some growers. "Some were skeptical of it," says Weldon. "Some didn't believe that chemicals recommended for weed control would do the job. Now they're convinced."

Joseph Artis of Mount Meigs is sold on Weldon's program. "It helped me raise more cotton," Artis says. "Over the years I averaged about 350 pounds of lint cotton an acre. Weeds and insects cut my yields. By participating in Mr. Weldon's plan in 1966, I made 750 pounds of lint per acre. Now that he has a picker and will pick cotton on a custom-basis this fall, I'm going to plant 56 acres this year."

On 59 acres Minnie B. Guice figures the program saved her at least \$360. In years past she averaged spending at least \$800 for hoe labor. Now, it's impossible to get hoe labor.

During the year, if a grower had a johnsongrass or cocklebur problem, Weldon spot-treated the area with DSMA.

For several of the growers—about 100 acres involved—he also applied liquid nitrogen. "They're sold on this practice," says Weldon. "It saved them about \$16 a ton."

Since several new growers have already signed up, Weldon expects to do more business in 1967. He has already bought a 1,000-gallon water tank to put on the back of his truck. This will speed up his weed and insect control program. He also plans to get a 12,000-gallon tank for storing liquid nitrogen.

Weldon also has purchased a mechanical cotton picker for use in the community this fall. "I'm going to let one of the growers in the community operate the picker," says Weldon.



*Billy Weldon adjusts sprayer rig as he prepares to apply weed control for Joseph Artis. From left are Weldon, Artis, Extension farm agent Adde Bryant, and Montgomery County Extension Chairman Tom McCabe.*

At the beginning of last year, Louise Jordan told Weldon, "I had five acres of cotton in 1965 and didn't make a bale. I had a big weed, but it didn't set any bolls."

When Weldon heard this, he immediately suspected a deficiency of boron, one of the most important minor elements. In 1966, to overcome this problem, Weldon mixed boron with the liquid nitrogen and made an application.

Mrs. Jordan had never sprayed or dusted for insect control. Weldon's program includes this, too. In 1966, she applied pesticides seven times. Results? She made almost six bales of cotton on three acres.

Weldon scouted cotton for all growers on the program and poisoned whenever it was needed. "I kept a chart on every grower," recalls Weldon. "Every time I scouted the cotton, I posted the insect condition. When weevil infestation ran 10 to 20 percent, I sent for my equipment and sprayed.

"I would make three applications at five-day intervals. Then, if we had the insects under control, we withheld pesticide applications until infestation reached the damaging level."

In addition to buying a tractor and disk for cutting in herbicide, Weldon bought a high-clearance sprayer to apply the material and to spray for insect control.

Bryant set up a complete cotton production demonstration with R. L. Hall of Montgomery Rt. 5. He started by taking a soil sample and following all Extension Service production recommendations. Results: he made 767 pounds of lint per acre on 9.4 acres. Hall says, "I made only about 500 pounds in 1965. I credit the increase to controlling weeds with herbicides, having a scout to advise me on when to apply pesticides, and following Bryant's advice. I like that liquid nitrogen service Weldon does, too."

Weldon also soil tests the land for growers, to determine the plant food and lime needs of their land. □

4-H'ers find health education resources through . . .

# County Health Chairmen

by  
Clemie Dunn  
*Extension Youth Specialist*  
*University of Missouri*

From whence cometh thy information? Missouri is attempting to help 4-H'ers broaden their health education perspectives by opening channels to available health education resources.

As a result, 4-H'ers can define their goals and plan their health education programs in light of the wide array of resources available from private and governmental agencies.

The Extension youth staff and Missouri health educators agreed in 1965 that health-related organizations were having a difficult time reaching young people and making them aware of the resources, personnel, and materials available.

Consequently, it was decided to de-

velop a series of health education kits containing literature, health knowledge checklist, and other aids to be used by each county Extension office in Missouri. Periodically, each local University of Missouri Extension Center is provided with two kits—one for the Center and one for the Youth and 4-H county health chairman.

Materials for the kits to date have been from the Missouri Cancer Society, Missouri Society for Crippled Children and Adults, Missouri State Medical Association, United Cerebral Palsy Associations, Inc., American Heart Association, National Foundation, Inc., Birth Defects, and several other health-related groups.

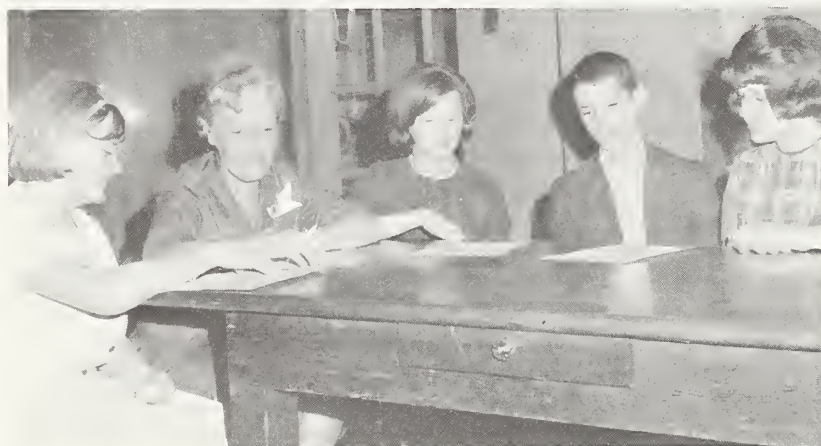
This brought us to the educational process. The first step toward health education in the community is the selection of a County Youth and 4-H Health Chairman. Counties determine their own mode of selection.

This person assumes the overall direction of the county 4-H health program. While the Extension youth agent will always know about 4-H health activities, the concept of this volunteer leadership role is that it vastly increases the scope of effectiveness of 4-H health education.

Suggested duties of the county youth and 4-H health education chairman are:

1. Encourage every youth and adult or community organization in the county to select a health education leader and junior leader.
2. Conduct district and county training workshops for health education leaders and junior leaders.
3. Organize a health education committee representing all geographical sections of the county.
4. Assist county health education committee to find the answers to the following questions:
  - a. What are the health problems of our youth?
  - b. What are the causes?
  - c. How widespread is the problem?
  - d. What is already being done?
5. Bring in professional health workers as consultants to talk to the committee.
6. Provide agency reports, census, and other sources of information for study.
7. Help committees develop questionnaires, survey forms, etc., to gather needed information.
8. Help committees to develop and write a county health education plan stressing all the major areas of health education.
9. Keep people informed about what is going on. Use TV, radio, newspapers, meetings, progress reports.
10. Locate volunteer leaders and establish contact between them.
11. Help committee to evaluate progress. ☐

*Mrs. Lawrence Conway, County Health Nurse and mother of two 4-H'ers, assists junior leaders in planning a county-wide tetanus immunization clinic.*







**Rusk County Plans Materialize When . . .**

## **Citizens Chart the Course**

by

**R. B. Schuster**

*Extension Resource Development*

*Leader*

*University of Wisconsin*

Citizen planning spurs action! Recent changes in Rusk County, Wisconsin, graphically illustrate this.

Located in rural northwestern Wisconsin, Rusk County is experiencing vigorous growth as citizens, engrossed in planning and building their future, chart the course of progress.

New recreation areas, facilities for senior citizens, improved farming, more business, greater enthusiasm—you can sense the impact since local citizens took an interest in planning, says County Extension Agent Norm Kahl.

The paper mill president, the farmer down the road, the homemaker from the village—and nearly 250 other citizens—have enthusiastically accepted Extension's challenge to make Rusk County a better place to live.

Led by Extension and armed with facts, citizens have joined forces to study the resources of the county. This is "planning for total resource development"—a coordinated effort embracing all sources of assistance to improve man and his environment.

Rusk (pop. 14,000) became one of

the pioneer counties in Wisconsin's resource development work when, in 1961, the County Board of Supervisors charged Extension agents with the responsibility for organization and education of all county Rural Areas Development (RAD) programs.

The county Extension staff prepared carefully for their role in this project. Before initiating citizen meetings, agents met with district Extension leaders for in-depth study of the citizen planning process.

In 1962, Extension agents contacted 28 key people throughout the county. These leaders helped select others to serve on area committees to identify local problems and situations that needed improving or changing. Extension agents led discussions and compiled background information for the committees to study.

Almost half the people who attended these sessions were from the villages and towns, and most of them had had little previous contact with Extension. But no free lunches, no door prizes enticed them to participate. They came strictly for the business of improving Rusk County.

Extension's intensive educational program gained the support of county residents. Committee members were kept informed of what was happening in other committees. Local newspa-

*Citizens mapped and promoted canoe trails in an effort to better utilize their water resources.*

pers alerted county residents to the progress.

After 28 meetings—four in each of the seven areas—findings of the citizen committees were compiled, and Rusk County moved ahead to the next phase of the planning effort.

Extension agents, working with the County Board and other U.S. Department of Agriculture agencies, initiated a second series of meetings with community leaders, businessmen, and agency representatives.

The Agricultural Stabilization and Conservation Service, the Farmers Home Administration, the Soil Conservation Service, and local citizens helped structure the planning process.

These committees reviewed the findings of the first citizen study groups. They enlarged and refined the original report, pinpointed major problems, made recommendations, and designed an action plan—a blueprint for progress with specific goals and target dates.

The county RAD committee (composed of the chairmen of the original 28 study groups) approved the report, and in July 1963 the county's first Overall Economic Development Plan (OEDP) was approved by the County Board and funds were appropriated to publish it.

Although Rusk County, one of the first Wisconsin counties under the Area Redevelopment Administration, is currently eligible for aid under the Public Works and Economic Development Act, the original RAD committee remains active.

Guided by County Agent Kahl, the committee periodically reviews the OEDP to determine how well the county is progressing toward its goals. It also issues reports of this progress to county citizens.

Rusk County now has a plan for change. But how does this touch the men in the coffee shop, the farm wife in her kitchen, the owner of the small fishing resort? Is it really "their" plan? Do they sense the potential dramatic results?

Emphatically yes, says Kahl. "This experience emphasized to me that

when people are given the opportunity to work to improve their community, they accept this responsibility willingly and with optimism."

And the impressive record of accomplishments demonstrates that citizen planning is changing the future of Rusk County.

—Soon after the first OEDP was published, supervisors of Price, Rusk, and Taylor Counties' soil and water

conservation districts established, with Extension and SCS support, the Headwaters Pri-Ru-Ta project. This is Wisconsin's only Resource Conservation and Development Project. The three-county organization provides the technical assistance for many natural resource improvements pinpointed in the OEDP.

—For the first time, a fact-packed 30-page book mapping 340 miles of



*Installation of new facilities such as this maple syrup group on making improvements to existing local*

*County Agent Norman Kahl, right, and citizen committee members visit a local woodworking industry that is in the process of expanding.*







porator illustrates the emphasis of citizen study  
25.

canoe routes through the churning white waters of the Flambeau, Chippewa, and Jump Rivers of the surrounding four-county area, is distributed at all major sports shows in the United States.

—During planning, a need for facilities and activities for senior citizens was discovered. Consequently the County Board Agricultural Committee established a permanent com-

mittee on aging with Extension serving as advisor.

The Rusk County Center for Senior Citizens, with a \$15,000 first-year budget, was established in a building on the county fairgrounds, which was remodeled to suit their specifications. The Center offers educational classes, community improvement work, and leisure time activities.

—A much-needed multi-use tourist

information center was built on the main highway through the county. The center, staffed by senior citizens, includes an attractive gift shop stocked with articles handcrafted by retired residents.

—Three county forest campsites with 65 units were opened in the rugged Blue Hills and Flambeau River regions.

—A comprehensive forest management plan, completed through 1975, outlines the development and management program for county woodlands.

—County-wide land use planning is a major need. Soil surveys are complete in two townships, and 1970 has been set as the target date for the entire county.

—Facts from a manpower study of human resources compiled by the Wisconsin State Employment Service in conjunction with an Extension education program are used by industries investigating Rusk County locations.

—Extension agents organized a permanent citizen committee to help the State Employment Service and area vocational school personnel identify adult training needs in the county.

—Extension agents helped county officials obtain funds from the Office of Economic Opportunity to hire local workers for conservation projects. Last year 25 people worked on roadside beautification, timber stand improvement, and new campsite development.

—Trails End Camp, located on the main stopping site of the historic Chippewa "tote" trail, provides campers with a link to local heritage. New kitchen facilities planned by the 4-H agent and Extension home economist, in cooperation with citizen committees, have greatly expanded use of the camp by 4-H, schools, and area youth and adult groups. Other recommended improvements have been installed, and plans for a winterized auditorium are on the drawing board.

—Extension agents and resource development specialists have helped numerous local businessmen apply for Small Businessmen's Assistance loans

County Agent Kahl examines a wooden bowl in the tourist center gift shop, which sells craftwork of local senior citizens.





and identify other sources of credit. Local businesses and industries receive technical assistance and advice on management problems from Extension agents and the Northern Wisconsin Development Center at Wausau (financed jointly by University Extension and the Economic Development Administration). Extension meetings and institutes on construction, management, sites, and landscaping are conducted periodically for the recreation industry. One new cranberry bog has been started and several businesses have expanded.

—Qualified workers were needed to fill waitress and motel service jobs. The county Extension home economist, assisted by State Extension specialists, conducted educational meetings to train a work force to meet these tourist industry demands. After a series of nine meetings, twelve trainees found full-time jobs. Twelve others are on call for part-time work during peak seasons.

—Farming in Rusk County dominates employment with nearly half of the workers in agriculture and related jobs. The citizen committee found that farm practices need considerable improvement. Extension institutes, meetings, and demonstrations stress the need to produce good forage, keep accurate records, and improve management abilities. More farmers have joined the Dairy Herd Improvement Association and are processing their records electronically.

—As a result of Extension demonstrations illustrating the need for land leveling for better drainage, five farmers organized a land smoothing committee and bought five land levelers with loans from FHA. When a farmer wants to put more acres into production, he hires the machines and operators.

Phone calls, office visits, and daily mail indicate that in Rusk County the Extension office is the first stop for anyone seeking educational information. Bankers frequently refer individuals to the Extension office for help with their problems. People look to University Extension as a clearing

house for government programs and technical information.

County Agent Kahl identifies the initiation of the citizen planning effort in 1962 as the real beginning of change. More people show an interest in Rusk County. Businessmen, local government officials, and educators recognize the benefits of citizen planning.

Rusk County people are taking greater advantage of available agency and institutional services and demonstrate increasing initiative in doing more for themselves.



*Committees recognize that the great potential in their water resources must be protected by shoreline zoning and land use plans.*

The success of total resource development in Rusk County can be credited to dedicated and enthusiastic citizen participation, a continuing education program, cooperative efforts of USDA and State agencies, and Extension leadership and guidance throughout the planning process.

The people of Rusk County are not through. The planning goes on, the improvements continue. Committees meet, recommendations are modified to meet current situations. And Rusk County continues to move ahead. □

New York Extension home economists  
find source  
of able assistance—

## Indigenous Leaders

by  
Mrs. Carolyn Russell  
*Extension Home Economist  
Clinton County, New York*

For five years the Clinton County, New York, Extension home economists have been working with low-income families, but the problems of helping them raise their sights seemed insuperable.

The time seemed right and success demanded a new approach. The opportunity came when the Joint Council for Economic Opportunity provided funds for an inter-agency program.

Under the program, Extension home economists would train indigenous leaders as family service aides. These aides would seek out, recruit, and train low-income homemakers in better home and family resource management. It was an unprecedented, bold undertaking.

With the help of Community Action Research Center, the Extension home economists recruited 28 potential leaders from low-income families for a series of 10 lessons.

The women studied ways to save money on food and in meal preparation, storage, laundering, and child care. Some time also was spent getting acquainted with county facilities.

They visited the area trade and technical school in Plattsburgh, and each was given a free shampoo and haircut by student beauticians—the first beauty parlor experience for many. Few of the women knew about the trade school or had considered it as a possible training center for young people from low-income families.

In early May, the new family service aides were ready to go to work at \$1.25 per hour plus nine cents per mile for transportation. Their charge: search out homemakers, persuade them to attend classes; teach them what you have been taught.

This they did with almost unbelievable expertise, coping with problems that ranged from unheated or locked meeting places to accusations of holding welfare-made jobs and facing up to apathetic town boards.

Said a Head Start representative:

"I cannot believe this is real. Other professions may use aides, but not with responsibility for carrying out a program. I am most impressed with the Extension approach and with the results."

Now the homemakers are asking, "Where do we go from here?" and the aides have requested additional subject matter training. They want to know about selecting children's clothing, food preservation, budgeting, and how to shop for credit.

Plans are also being made to give the aides more lessons on nutrition, wardrobe planning, altering ready-made clothing, and renovation and refinishing of furniture.

There has been about a 33 percent turnover since the first aides started training, but two left the program for full-time employment. When the women first came to meetings, they avoided eye-to-eye contact, lacked self-confidence and self-respect. There is none of that now. They are an enthusiastic group of women with proven ability to lead and teach others. □



*A family service aide calls on a homemaker to enroll her in the Clinton County program. In the first month, the 28 aides organized 340 women into 14 groups.*



# Agent-Consultant Relations

## Competent Consultants Asset to Agriculture

by  
O. F. Liner  
*County Extension Agent  
Hale County, Texas*

Time is the county agent's real limitation and greatest problem. There is never enough time to do all that needs to be done.

The large farming operations and agri-businesses are the first segments of agriculture to demand more service than county Extension can logically supply. It is more a matter of time than qualification.

This is the area where the well-qualified agricultural consultant can make a welcome contribution to the agricultural industry. Many large operations want a prompt, highly specialized, technical service on a regular, continuing, and individual basis, and are willing to pay for it.

It would be an asset to the county Extension program to be able to recommend capable consultants to those who need and want them.

The Texas Extension Service has added to its staff specialists who serve on an area basis.

Working in interdisciplinary teams, they backstop the local agents and do some of the direct teaching, especially in conducting short courses which run for several days. Even with their assistance, demand still

exists for the personalized service which can be rendered only by the professional consultant.

It is something of a new concept to have agricultural technology available as a commodity on the market available for those willing to pay for it. One can have the services of an agricultural consultant in the same way as services can be obtained from veterinarians, doctors, lawyers, and accountants.

The county agent has a responsibility to all phases of agricultural production and agri-business. The office must be staffed to provide a well-balanced program that provides adequate information on a host of subjects.

County Extension personnel obviously must carry on programs that are broadly based. The agricultural consultant can hardly function on such a broad basis.

The county agent is not able, nor is it his function, to provide individualized services. Consequently, there is no fundamental basis for a conflict of interest between the Extension Service and the professional consultant.

*Large agricultural operations look to both county agents and private consultants for technical information and service. Ollie Liner, county agent (center), and Dr. J. D. Aughtry, consultant (right) discuss problems of commercial cattle feeding with owners and managers of local operations.*

When larger operations need a specialized service, the consultant can step in and make his contribution without disrupting or interfering in any way with the county agent's program. Cooperation is essential for coordinating technical service and information from two sources.

Like all other levels of the Agricultural Extension Service, the county agent's office takes great pride in the objectivity with which technical decisions and recommendations are made. The consultant must do likewise if he expects to have the support and confidence of Extension.

Politics, financial arrangements, business associations, sale of products, etc., must not influence his decisions. It would be difficult to over-emphasize this point.

The county agent's office in Hale County is always ready and willing to cooperate with everyone concerned with agriculture. The agricultural consultant will enjoy equal cooperation as long as he runs an ethical business and demonstrates adequate professional competence.

The right kind of agricultural consultant is welcome in Hale County. Some of those currently working in the county have established fine reputations and are accepted as capable men devoted to their profession.

It is important for the county agent and other Extension personnel to know these men personally and to be familiar with their special talents. On that basis, they can be recommended to those who need their services. Each consultant will be accepted or rejected on his competence and ability to provide the service needed. □





## **'Make Your Services Known to the County Agent'**

by  
J. D. Aughtry  
*President*  
*American Society of Agricultural  
Consultants*

Agriculture is under pressure to become more efficient due to the many social, economic, and political changes taking place. Anything that imposes greater efficiency on agriculture dictates greater use of technology and increases the demand on technical personnel. This increases the work load on an already overloaded Agricultural Extension Service.

The county agent is the first person to feel the pressure, since he is the one in direct contact with those who may want more time than he can supply. The consultant is oriented more toward the larger operations. Under these circumstances it is not surprising that well-qualified, enterprising people have entered the picture to sell their technical capability.

With the proper understanding and communication, such persons should be able to cooperate effectively with the county agent and other levels of the Agricultural Extension Service for the good of all concerned.

The county agent and the agricultural consultant have much in common. Both provide technology and guidance to the same segments of

agriculture. Both are in direct contact with the people they serve and draw on the same fundamental and applied research for their information. The two should be able to cooperate effectively. The larger farm units and agri-business create something of a dilemma for the county agent. Time is the county agent's biggest problem.

As a consultant who has worked for a number of years over several States in the agronomic and animal industries fields, I have enjoyed excellent cooperation at all levels of the Extension Service. The cooperative spirit demonstrated by county agents has been particularly gratifying and rewarding.

A number of clients have been referred to me by county agents. In one State, the University holds an annual meeting between a group of agricultural consultants and those at the University working in the same field.

It promotes understanding and communication and points up the fact that there need not be a conflict of interest between the two groups. The

consultant should make himself and his program known to Extension people.

The bona fide agricultural consultant is an ethical man of proven capability. In most cases, consultants have grown up professionally in Federal, State, university and industrial technical programs. Usually such people have been exposed to the same education, scientific methods, technical information, indoctrination, etc., as their counterparts in institutional work.

They have more in common with Extension Service personnel than any other group. In effect, they render a comparable service to those, who by the nature of their operations, demand more time and service than the Extension Service can logically supply. Several of the country's most highly regarded agricultural consultants are former Extension Service employees.

In recognition of the need for a high standard of technical competence and personal integrity for agricultural consultants, the American Society of Agricultural Consultants came into being. It is a young organization made up of a small group dedicated to the creation of an image for the agricultural consultant as an ethical, professional agriculturist well-qualified in his own specialty. The membership expects to earn that image through the manner in which the individual conducts his affairs.

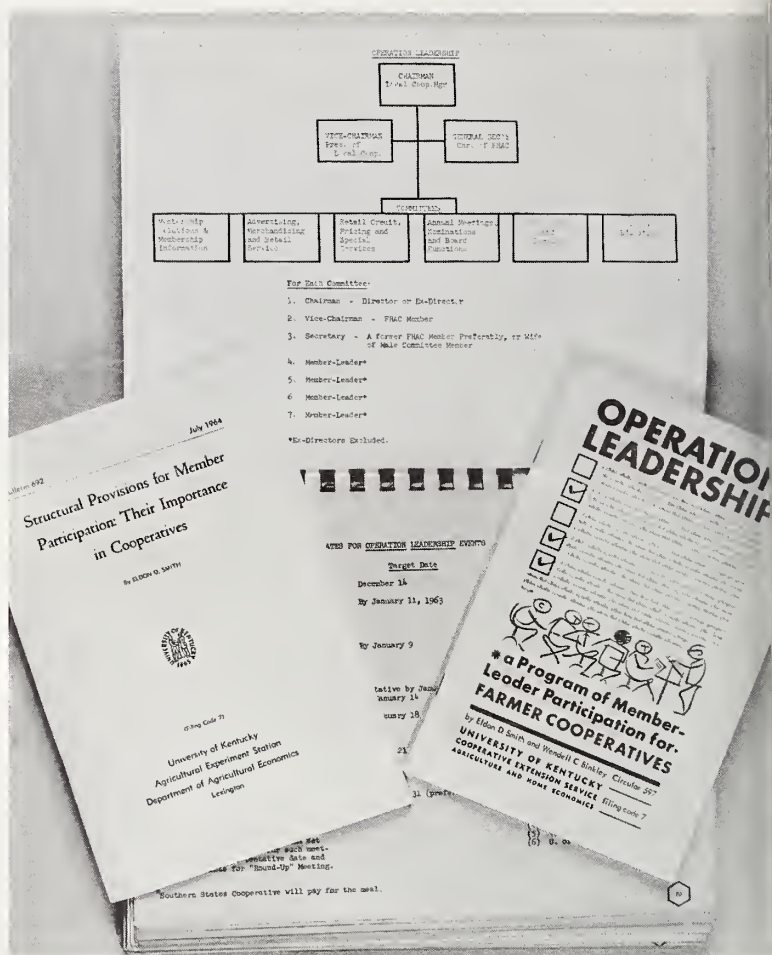
After establishing basic qualifications for membership and a code of ethics, the first objective of ASAC is to create a proper understanding and establish communication between its members and people in the Agricultural Extension Service, Agricultural Research Service and land-grant colleges.

In this way the agricultural consultant should be able to find his legitimate place in the agricultural community and render a useful service both to his clients and to the county, State and Federal agricultural programs. □

# 'Operation Leadership'

With Extension help,  
Southern States Cooperative  
improves  
membership relations

by  
W. M. Corwin  
Director  
Information Publications Service  
Southern States Cooperative



These are some of the publications which supported the "Operation Leadership" effort. Co-authors of the booklet, "Operation Leadership," were Eldon D. Smith and Wendell C. Binkley, of the Kentucky Extension Service.

Ed Babcock, one of the founders of the GLF Cooperative in New York, said, "The basis for a sound cooperative is a well-informed membership."

A modern version of this statement would imply not only that well-informed membership is necessary in maintaining a sound organization, but also that the best informed member participates more in cooperative affairs and gives his cooperative more of his patronage.

A program undertaken jointly by Extension and research personnel at the University of Kentucky and

Southern States Cooperative proved this point and perhaps launched a new day in "membership relations" for the nation's cooperatives.

That program was "Operation Leadership," carried out at four points in the Bluegrass State during 1962-63. It was in 1960 that John B. Jones, now president of the Baltimore Bank for Cooperatives, planted the "germ" of the "Operation Leadership" program in a speech to cooperative membership relations personnel in the East.

Then Southern States Membership

Relations Director, L. E. Raper, while exploring possibilities of setting up a program, found that Extension and research personnel at the University of Kentucky were already toying with the idea.

The two groups joined forces. New techniques were developed by the research economists and social psychologist at the university as the basis of an experimental program planned for three areas served by local cooperatives affiliated with Southern States. In each, the local board of directors had given its approval.

The program, which Extension



helped outline and organize, was launched as an experimental project in 1962, but failed to show worthwhile results. A study revealed that a primary cause of failure was the almost complete reliance on voluntary efforts and on the motivational and organizational abilities of the farmer directors and committee members of the cooperatives, rather than on the manager.

A quick "double take" eliminated most of the "bugs" and within a few months the project was ready to roll again, this time at four locations. The local cooperative manager, in each case, was given clear-cut responsibilities for leadership.

Working with local leadership, Extension helped select and organize six committees. These committees were to study local cooperative operation and make recommendations on how the local association and Southern States itself could better serve the members.

Each committee was charged with studying, evaluating, and recommending improvements in one particular phase of activity: membership relations and membership information; advertising, merchandising, and retail service; retail credit, pricing, and special services; annual meetings, nominations, and board functions; facilities and services; youth education.

Each committee's chairman was a present or former member of the cooperative's board of directors. The vice chairman was a member of the elected Farm Home Advisory Committee and the Secretary was a former FHAC committee member.

Each committee's membership included four "member leaders." None had served previously on the local board. They were chosen by interviewing local Extension and other agricultural workers who identified them as leaders in their communities.

To fill out the committee rosters, each association's trading area was divided into four districts. The local store manager was asked to select from each district six members for each of two sets of committees,

either group of which would be satisfactory to him. One set would take an active part in the program; the other would serve as a "control" group. A flip of a coin decided which set would be participants.

A "kick-off dinner" took place at each of the four points selected for the program. Local board members, local cooperative personnel, all "Operation Leadership" committees, Southern States personnel, and University of Kentucky Extension and research personnel attended.

"Operation Leadership" was designed to help each association:

1. Gain the informed support and interest of influential farm leaders throughout its operating territory.

2. Develop potential director candidates who are well-informed and interested in the cooperative.

3. Help the board of directors and manager do an even more effective job by having this group of "leaders" study the various parts of the cooperative's operations and make suggestions for improvements.

Each committee was responsible for collecting facts, studying them, making suggestions, preparing and presenting reports and aiding in carrying out suggestions. Each was to meet several times during a 1½ month period.

Simple, clear-cut, step-by-step procedures and materials were provided, and each committee set to work. They had access to the cooperative's records and other information, and the right to ask questions of any employee and to recommend improvements or changes in operations, service, facilities, and personnel.

Each committee was expected to safeguard confidential information; to study each question before making a recommendation; to base recommendations on the principle that a cooperative is designed to serve all members equitably and efficiently; to discuss views and recommendations within the committee and with the manager before anyone else; and later, to inform friends and neighbors of what they had learned as a com-

mittee about the way their cooperative operates.

Extension assisted in evaluating progress at several steps along the way. Also, several months after the program was completed, two outside persons were employed to survey both committee members and the control groups who had not had participating experience.

Eighty-nine percent of those who participated felt the work of their committees was worthwhile. They developed a greater interest in participating in the affairs of their cooperatives.

They developed feelings of influence in the cooperative's activities. They became more aware of their status as part owner of the cooperative business, and an overwhelming majority said they would recommend such a program to other cooperatives.

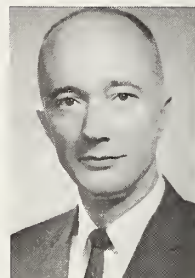
In a period of five months after the program, the average increase per individual in purchases from his cooperative was \$245 for those participating in the committee work—but only \$62 per individual for each non-participating control group member.

A several years' study of patrons' purchases and a long-range research check on this phase of the program are part of the overall plan.

The continuing value of the program will depend largely on whether the managers and boards of these cooperatives continue to convey the impression that they are interested in the ideas and opinions of people who have developed some interest in the cooperative. If this happens, the cooperative will continue to flourish as more and more members learn more and more about it—and tell their neighbors.

"Operation Leadership" is a project that either Extension or Southern States Cooperative might have accomplished alone. But working together, they did a more effective job—one in which the results are expected to be more lasting in terms of building better-informed, loyal cooperative supporters. □





## From The Administrator's Desk . . . . by Lloyd H. Davis

### Our Efforts Are Recognized

Today we participated in the annual USDA Honor Awards Ceremony. It is a privilege each year to take a day to recognize the outstanding accomplishments of a small number of very deserving Extension workers along with deserving workers in other parts of the U. S. Department of Agriculture.

I wish we could somehow recognize more fully the devoted service and outstanding contributions of all Extension workers.

We never recognize all that Extension workers accomplish. We don't recognize some of their most effective work. Extension workers don't claim credit for much of what they do, and don't seek recognition.

All of us realize that some of the more significant contributions of Extension workers go unrecognized, go unidentified, because they cannot be identified. Some of the more important accomplishments are made as we inspire others, provide them with ideas, encouragement,

and assistance—as we work quietly behind the scenes—while they take the action and rightfully claim credit.

While these contributions largely go unidentified and unrecognized nationally, they are not unrecognized locally. Those to whom we have provided the assistance recognize it, value it, and cherish the Extension worker for it. The recognition comes through their support, assistance, and encouragement to us.

A county Extension worker who has worked in this way with many groups in his county over a period of years knows that the people of the community recognize his contributions even though he may not be able to report them in his annual report, even though he may not stand forth and claim his share of the credit.

I wish somehow all this work might receive the State and national recognition it deserves, but for most of us it is enough to know that the people we serve recognize our accomplishments, the value of our assistance. □